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PRINCIPLES TO GOVERN THE FUNCTIONING OF OFFICE CAREER SERVICE BOARDS
IN THE DEPUTY DIRECTOR (ADMINISTRATION) ORGANIZATION

1. Organizationally the Office Career Service Board must function as an advisory body. Since the Office head is held responsible for the performance of the mission assigned to his office, it would be inconsistent for him to divest himself of responsibility for functions which control the character of that performance. If Career Service Boards assumed authority to select, assign, train, reassign, rotate, reprimand, promote, and initiate action to separate employees, the obligations of Office heads to perform as managing directors of the human resources of their offices would be defeated. However, Office heads should welcome recommendations from their Career Service Boards on these matters. The members of the Boards are in a special position to contribute assistance, through pooling their immediate knowledge of the skills and potentialities of the personnel assigned to the organization.

2. The Office Career Service Board must formulate the objectives of the particular Career Service or Designation for which it has been established. If this is not done the work of the Board is likely to be unrelated to any real requirements which exist within the particular office over which the Board's jurisdiction extends. The Director's approval of the CIA Career Service Program (CIA Notice) contained a general outline of the functions of the Office Career Service Boards. This outline was intended to provide the base upon which individual Agency components could build planning and developmental programs responsive to their individual needs and problems. Agreement regarding basic goals which are tailored to individual Career Services or Designations calls for careful analysis of problems and requirements confronting the office. This is the first task of the Office Career Service Board. For example, the Career Designation controlled by an individual office Board may include personnel who are assigned to organizations other than the one within which the Board is established. In such cases the objectives must recognize the obligation imposed upon the Board to estimate the over-all quantitative and qualitative personnel requirements which will have to be supplied by the particular Career Service concerned. The development of basic goals automatically provides a frame of reference which gives the Office Board a means for deciding upon the activities which it should undertake.

3. After the aims of the individual Career Service or Designation have been established, the Office Board is ready to proceed with the specific career planning and development steps which will implement these aims with respect to individual employees. Careful analysis of the backgrounds, skills, and capabilities (actual and potential) of employees will reveal the need for planning individual programs. No one training procedure will serve to develop all employees to assume jobs at the highest level of their potential capabilities. Emphasis may be placed on special details for training purposes, rotational work assignments, understudy assignments and intern programs. An example of a rotation work assignment is the assignment of persons with high potential to "assistant-to" positions in the departmental offices in preparation for ultimate placement in responsible overseas positions for which the particular Career Designation must provide appropriate replacements. In addition, the Board may

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recommend university training, attendance at seminars and conferences conducted by professional associations, formal Agency training courses, or planned on-the-job training activities. In some cases individual counseling to encourage and direct self training and improvement may be suggested as the appropriate course of action.

4. The Office Career Service Board must be thoroughly aware that the effectiveness of its work depends upon the use of specialized tools and techniques. For implementation, Career Service Programs require records and information. This includes basic organization and position charts, job descriptions, currently maintained comprehensive qualification standards for all positions in the Career Designation, and sound personnel evaluations. The latter is in many respects the key to an effective Career Service Program. This device can uncover individual weaknesses for which remedies can be suggested, can help prepare personnel for advancement, and can aid in appraising the effectiveness of specific career development steps. The Office Boards should be concerned with the means taken toward implementing the areas of strength and correcting those of weakness. Qualification standards applying to positions are necessary to determine the training and educational background and the specific job knowledge required for individual positions as an aid in the training of replacements and, in some cases, in charting the steps for improvement in the performance of present incumbents.

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ORIGINAL DOCUMENT MISSING PAGE(S):

Attachment 2